

State of Louisiana  
Department of Revenue

Consulting Services

For

Establishment of a Project Management Office

Official Responses to Written Inquiries

File Number: 440000103001

**1 – Will awarded PMO vendor be prohibited from bidding and winning any certain projects or RFPs issued by LDR in the future?**

**Response:** *No.*

**2 – Section 1.1 - Background.** What are the types of projects that are being considered for the Project Management Office (PMO)? That is, what types of projects are being administered by the Louisiana Department of Revenue (LDR)? Are these projects related to the management of the state budget or do they encompass construction, Information Technology efforts, and the impact of non-LDR projects that impact the state budget?

**Response:** *The types of projects being considered for the PMO are primarily Information Technology projects along with a few non-IT related projects. Examples of non-IT projects over the past few years would be closure of regional offices or the opening of satellite offices, department wide training efforts, employee and/or public information efforts, business process re-engineering efforts, etc. The projects will range in duration from a few months to multiple years, have budgets from a few thousand dollars to in excess of a million dollars, and involve both LDR staff and contracted personnel.*

**3 – Section 1.1 - Background.** How is project management currently being conducted? Is it decentralized through in-house department employees or contract staff? Is there a centralized structure that is perceived to be relatively ineffective at this time? Are the current project managers trained as professional project managers?

**Response:** *Current project management activity is primarily performed within each LDR Division and is done on a part time basis using existing staff. The Project Management methodology is informal and incomplete due to moderate skill levels.*

**4 – Section 3.1 - Technical Proposal.** Which specific agencies or departments are expected to be bundled under the PMO? Which functional areas do they represent?

**Response:** *Work under the resulting contract will be for the Department of Revenue only. All functional areas of Tax Administration, Charitable Gaming, and Alcohol & Tobacco Control could be included.*

**5 – Section 3.1 - Technical Proposal.** Please provide an estimate of the number, size, and scope of the projects that are expected to be managed by the PMO during the next three contract years.

**Response:** *See the response to question #2.*

**6 – Section 3.1 - Technical Proposal.** What authority will the PMO have over each project that is assigned to it?

**Response:** *For each project, the PMO will be responsible for the management of scope, time, resources, communications, risk, quality, project integration, task assignments, milestone identification, and reporting.*

**7 – Section 3.1 - Technical Proposal.** What is the time frame for the establishment of the PMO? Is the PMO expected to begin management of existing projects or will it be assigned only

new projects at its inception? If the PMO is expected to begin managing existing projects, please provide an estimate of the number, size, and scope of the projects to be integrated into its assignment and the time frame for completion of the integration effort.

**Response:** *The time frame for establishment of the PMO will be mutually agreed upon by the Contractor and LDR. Only new projects will be assigned to the PMO at its inception.*

**8 – Section 3.1 - Technical Proposal.** Since one objective of the PMO is to "develop in-house project management skills," what is the anticipated term of the initial contract including any contemplated renewals?

**Response:** *The initial term of the contract will be for two (2) years with the right to extend the contract up to a total of three (3) years.*

**9 –** What type of projects will the office track?

**Response:** *See the response to question #2.*

**10 –** Currently, how is a project defined?

**Response:** *Contracted projects have a defined scope of services and deliverables. Internal projects have little or no formal definition to them.*

**11 –** Are all projects primarily geared for the Office of Secretary or are all Departments supported?

**Response:** *See the response to question #4.*

**12 –** Will Project Management training be mandatory for LDR staff?

**Response:** *Yes, for the LDR staff who will be part of the PMO.*

**13 –** If training is mandatory, what will be the incentive for employees to attend (i.e. will it be attached to the annual performance appraisal)?

**Response:** *It will be a factor in the annual performance appraisal.*

**14 –** Who specifically in LDR controls the personnel resources used for the office?

**Response:** *The Office of the Secretary.*

**15 –** How does the Organization Learning/Training Section tie into or interface with the Project Management Office?

**Response:** *The Organizational Learning/Training Section's responsibilities include the coordination of training for all employees, development of training initiatives, and the structuring of steering committees to plan, design, and implement training opportunities. They also address organizational development issues and works as a resource for special projects within the Department.*

**16** – Is the Project Management Section the primary section that will be integrated into the Project Management Office or will other staff from different departments be able to transfer to this office?

**Response:** *Initially, the Project Management Section will be integrated into the PMO. As the PMO develops and more projects are administered by the PMO, staff from other divisions within LDR will be able to apply for any open positions within the PMO.*

**17** – Does LDR have an ultimate proposed staffing plan in mind for the Office?

**Response:** *Not at this time.*

**18** – Does LDR use a specific Project Management software to schedule, resource and budget projects (i.e. Microsoft Project, Primavera)? If not and such a software is purchased, what is the number of licenses proposed by LDR, and how should the purchase costs be denoted?

**Response:** *LDR has licenses for Microsoft Project, which is used informally for some projects. For most IT projects, a custom developed application using the MetaStorm BPM product has been developed for scheduling and tracking service requests, resource assignment, and resource time reporting. Other than the hourly costs for the requested project managers, no other costs for hardware or software are to be included in the financial proposal.*

**19** – Currently, what internal mechanisms are used to manage LDR projects?

**Response:** *See the response to question #3.*

**20** – Are the projects mentioned in the Statement of Work strictly for technology projects, or is the PMO for other types of projects in the agency?

**Response:** *See the response to question #2.*

**21** – The RFP states that a performance bond in the full amount of the contract is required. Will the department consider removing this requirement?

**Response:** *The performance bond is a mandatory requirement of the RFP.*

**22** – Page 31 states that LDR will provide a project and portfolio management software package. Does LDR currently have a project and portfolio management software package? If so, what is the name of the software?

**Response:** *See the response to question #18.*

**23** – Can the vendor recommend a project and portfolio management software package for LDR's approval?

**Response:** *Recommendation of a project and portfolio management software package is not a requirement of the RFP.*

**24** – The cost table on page 37 only allows for project manager rates and not other support positions required in creating a PMO. Will the LDR consider revising the cost table to include documentation specialist, trainer, process improvement specialist and business analyst?

**Response:** *The purpose of the RFP is to contract for two (2) project managers only.*

**25** – Does the LDR have a specific number of project managers in mind for the vendor to propose, or will the number be determined after the PMO processes are formalized?

**Response:** *See the response to question #24.*

**26** – How many LDR project managers will LDR commit to the PMO?

**Response:** *An exact number cannot be provided due to the varying number of projects to be managed by the PMO. Up to four people may be assigned to the PMO to be manpower loaded at 75% of normal work hours. Additional technical staff and functional staff will be assigned to individual projects on an as needed basis.*

**27** – What is the total budget for projects that the PMO will be responsible for managing?

**Response:** *See the response to question #2.*

**28** – How many projects will the PMO manage?

**Response:** *The number of projects will vary.*

**29** – Can a list of the current projects be provided to the vendor?

**Response:** *Current projects include staff augmentation for web development services, application development services, technical infrastructure support, and help desk support; tax amnesty; tax system changes for the processing of tax year 2009 returns and payments; phase I of the design of an enterprise data warehouse; re-engineering of business processes for the processing of tax returns, payments, and correspondence received by the Department; and installation and customization of mail handling equipment in the Revenue Processing Center.*

**30** – Approximately how many project staff members, who are not part of the PMO, will be assigned to projects that the PMO will manage?

**Response:** *An exact number cannot be provided due to the varying number of projects to be managed by the PMO. The Department will provide an appropriate number of staff members for each project.*

**31** – Will the PMO manage vendor projects? If so, approximately how many projects, and what is the approximate annual budget for all existing vendor projects?

**Response:** *See the response to question #2.*

**32** – Does the LDR have analytical software such as Cognos, SAS, Business Objects, Microsoft Project or Microsoft Team Foundation Server for analytical reporting of project information and performance metrics?

**Response:** *LDR has licenses for Cognos and Microsoft Project.*

**33** – It is likely that software development and/or integration services will be required to develop project performance reporting to tie time reporting, project performance metrics and project management systems together. If the vendor should include costs for these services, please add software developer to the cost table.

**Response:** *See the response to question #24.*

**34** – Will LDR consider having its staff take formal training courses in project management, process improvement, CMMI, AGILE or ISO 9000? Should the vendor include the cost of training courses in the proposal or will LDR purchase outside of the contract?

**Response:** *This type of training is not a requirement of the RFP. LDR would purchase this type of training outside of this RFP's resulting contract.*

**35** – Does the Department of Revenue currently have any formalized business processes or procedures related to Project Management? If so, please provide a copy of each.

**Response:** *See the response to question #3.*

**36** – Does the Department of Revenue currently have any formalized business processes or procedures related to managing its portfolio of projects? If so, please provide a copy of each.

**Response:** *See the response to question #3.*

**37** – Approximately how many projects are initiated in a typical year?

**Response:** *Five to ten major projects on average are initiated in a typical year.*

**38** – What roles does the department envision as being encompassed in the PMO?

**Response:** *The Department envisions the PMO will, among other things, assess and improve project management throughout the Department, standardize project management practices, improve communication concerning project status to executives and stakeholders, and improve communication and decision making so that projects achieve strategic objectives. Section 1.1.2 of the RFP outlines the goals and objectives of establishing a PMO.*

**39** – Which of the following PMO models does the Department of Revenue Envision?

- a. **The project repository:** In this model, the project office simply serves as a source of information on project methodology and standards. It assumes that the enterprise has embraced a cohesive set of tools for project design, management and reporting. This model occurs most often in organizations that empower distributed, business-centric project ownership, or enterprises with weak central governance. It is often used as a first step to enfranchise the idea of consolidating or sharing management practices, but it falls short of direct project oversight within the business. Project managers continue to report to, and are funded by, their respective business areas.

**b. The project coach model:** An extension of the repository, this model assumes a willingness to share some project management practices across business functions and uses the project office to coordinate the communication. Best practices are documented and shared, and project performance is monitored actively. Results are used as an opportunity to raise enterprise performance and train inefficient or new project managers. In some organizations, mentoring relationships have been established across business boundaries between high performing project managers and those who are less able. The PMO in this model is a permanent structure with staff and has some supervisory responsibility for all projects; therefore, often a "dotted-line" reporting relationship exists between business-staffed project managers and the project office for performance and reporting. Funding for this model typically is based on a fixed allocation for staffing and administrative support.

**c. The enterprise project management office:** The most permanent, consolidated organizational model concentrates project management within a project office. This implies direct management or oversight of projects -- depending on scope and duration -- wherever they occur within the enterprise. In some cases, all project managers actually are staffed within the shared service and consigned to projects as needed. This model also assumes a governance process that involves the project office in all projects, regardless of size, allowing it to assess scope, allocate resources and verify time, budget, risk and impact assumptions before the project is undertaken. Funding is generally a combination of direct, budgeted allocation for baseline services and a fee-for-service charge for others. An enterprise project office acts as a contracted project manager, assessing scope, allocating resources and verifying time, budget, risk and impact assumptions. However, management's choice of models should not focus solely on control, but also on enabling project planning and leadership.

**Response:** *Initially, the project coach model; evolving over time into the enterprise project management office.*

**40 –** Approximately how many individuals does the department of Revenue project will have to be trained in the various aspects of the PMO implementation?

**Response:** *Four to six people.*

**41 –** Does the Department of Revenue currently have any representative documentation of reports or forms that are used for Project Management? If so, please provide a copy of each.

**Response:** *No.*

**42 –** Does the Department of Revenue currently have any representative documentation of reports or forms that are used for Program Management? If so, please provide a copy of each.

**Response:** *No.*

**43 –** Does the Department of Revenue currently have any representative documentation of reports or forms that are used for Portfolio Management? If so, please provide a copy of each.

**Response:** *No.*

**44** – What Software applications are being used by the Department of Revenue for word processing, spreadsheets, flow-chart graphics and schedules? This question is in reference to the formats required for submitting documentation.

**Response:** *The Department of Revenue uses Microsoft Office products for word processing, spreadsheets, flow-chart graphics and schedules.*

**45** – What are the network and security standards that contractor computers must meet to be allowed to have network access?

**Response:** *The typical workstation configuration and network and security standards are as follows:*

**Typical LAN Client Configuration**

PROCESSOR TYPE	Pentium 4 / 2.8 GHz
MEMORY	512 MB
DISK CAPACITY	40 GB
NETWORK INTERFACE CARD	Ethernet 100mbps
OPERATING SYSTEMS	Windows XP Professional
INTERNET CONNECTION	Through State network – LaNet
NETWORK and SECURITY STANDARDS	FISMA, NIST, OMB, FIPS

**46** – Are there any other schedule constraints or preferences for the work performance, other than the delivery of the project plan 30 days after the project start? If so, what are they?

**Response:** *There are no other schedule constraints.*

**47** – Attachment I, paragraph 2.0 refers to an “agency provided Project and Portfolio Management software package”. What software is being used to fulfill this purpose?

**Response:** *See the response to question #18.*

**48** – How does LDOR measure project success/failure today?

**Response:** *Customer satisfaction and producing project deliverables in a timely manner and within budget are some of the factors in determining project success/failure.*

**49** – Is there a performance scorecard in place for this area?

**Response:** *No.*



**50** – Generally speaking, how reliable are LDOR’s systems for providing various data?

**Response:** *Very reliable.*

**51** – Is there a desire or openness for a purchased software solution to assist or is there a preference for a solution leveraging existing technology? – If existing, what PM technology is used today?

**Response:** *The Department has no preference at this time. The Department is looking for the best possible solution available.*

**52** – Any known/existing key risks or issues that could affect project delivery?

**Response:** *There are no known risks or issues.*

**53** – Are there external resources included in the project manager structure today?

**Response:** *Yes, most contracted projects have some element of external project management.*

**54** – Does LDOR have a desired time frame for delivery?

**Response:** *See the response to question #7.*

**55** – Has LDOR set an estimated budget for this initiative to be made public?

**Response:** *In order to foster a competitive pricing environment, the Department prefers not to release estimated budget information. Funds have been set aside in the budget to pay for the resources requested by this RFP.*

**56 – RFP Section 1.1 – Background – Page 1**

As a component of the technical response should the Proposer include a section to address how the PMO will provide the following:

- a) Consistently approach organizational performance improvement;
- b) Realize higher benefits;
- c) Develop enhanced competencies and leadership skills;
- d) Control project costs in a reliable fashion;
- e) Coordinate and accelerate implementation;
- f) Manage risk; and,
- g) Improve Facility accountability, coordination and commitment.

**Response:** *Yes.*

**57 – RFP Section 1.1.2 - Goals and Objectives – Page 3**

As a component of the technical response should the Proposer include a section to address how the proposed solution will support each of the following goals and objectives:

- a) Establish a Project Management Office which reports to the Office of the Secretary, and is responsible for the management of all agency projects;
- b) Define project management processes;
- c) Have formal project management practices adopted, published and used consistently across agency projects;
- d) Develop in-house project management skills;
- e) Provide organizational support to drive the implementation and ongoing support of project management practices;
- f) Project resources are effectively allocated;
- g) Projects meet defined quality assurance checkpoints;
- h) Project deadlines are met;
- i) Project statuses are regularly and effectively communicated;
- j) Improved customer service is realized through enhanced project success;
- k) Increase quality and reduce customer cost through the utilization of standardized methodologies, processes and tools;
- l) Reduce customer User Acceptance Testing and testing costs through higher quality project management, leading to the correct product the first time through the process;
- m) Reduce turnaround time through the utilization of standardized processes to execute and deliver agency Projects

**Response:** *Yes.*

**58 – RFP Section 1.5 – Proposal Format Page 5 and RFP Section 3.1 – Technical Proposal Page 19**

Section 1.5 Proposal Format defines the following proposal sections A. Cover Letter, B. Table of Contents, C. Proposer Qualifications and Experience, D. Proposed Solution/Technical Response, E. Innovative Concepts, F. Project Schedule, and G. Financial Proposal and Section 3.1 includes the following sections: Proposer Qualifications, Experience and Financial Condition, Project Manager and Key Staff Qualifications and Experience, and Technical Response. Should the Proposer Qualifications, Experience and Financial Condition, Project Manager and Key Staff Qualifications and Experience sections be included under C. Proposer Qualifications and Response and the information from the Technical Response section under D. Proposed Solution/Technical Response?

**Response:** *Yes.*

**59 – RFP Section 1.5 – Proposal Format Page 5**

Should the Financial Proposal be submitted separate from the Technical Proposal? If so, how many copies of the Financial Proposal should be submitted and should one copy be signed?

**Response:** *It is not necessary to separate the Financial Proposal from the Technical Proposal.*

**60 – RFP Section 1.27 – Contract Award and Execution Page 12**

In regards to Section 1.27, may bidders specify their exceptions to contractual terms through mark-ups (using the Microsoft Word revision-marking tool) of applicable contractual terms as presented in the Sample Contract and elsewhere in the RFP?

**Response:** *If the Proposer cannot comply with any of the terms, the Cover Letter should contain an explanation of each exception and proposed alternative language.*

**61 – RFP Section 1.27 – Contract Award and Execution Page 12**

In regards to Section 2.27, where in the proposal should bidders include their exceptions to the terms as presented in the Sample Contract and elsewhere in the RFP?

**Response:** *See the response to question #60.*

**62 – RFP Section 1.43 – Contract Changes Page 16**

Will the state confirm that all contract amendments that occur as described in Section 1.43 will require signature of both the Proposer and LDR?

**Response:** *Per Section 13.0 of the sample contract “No amendment shall be valid until it has been executed by all parties and approved by the Director of the Office of Contractual Review, Division of Administration.”*

**63 – RFP Section 4.2 – Performance Measurement/Evaluation Page 22**

Should the proposer provide its methodologies for status reporting, issues, and project plan maintenance as part of the Technical Proposal?

**Response:** *Yes.*

**64 – RFP Section 3.2 – Appendix A – 3.2 Project Management Page 25**

Should the proposer include in its technical proposal a section on Project Management to address day-to-day project management, project work plans, project progress reports, project time sheets, and issue control?

**Response:** *Yes.*

**65 – RFP Attachment I – Statement of Work Page 31**

Should the proposer under section D. Proposed Solution/Technical Response cover the provision of a solution for the design and establishment of the PMO, providing recommendations of tools and methodologies to accomplish the goals of the PMO, and the training of LDR personnel regarding project management and reporting tools and methodologies, the provided deliverables, and the issues listed under the standards of performance?

**Response:** *Yes.*

**66 – RFP Attachment I – Statement of Work Page 31**

How many state staff will participate in Project Management training? How many sessions per topic are expected?

**Response:** *See the response to question #40.*

**67 – RFP Attachment III – State Furnished Resources Page 34**

Attachment 3, page 34: Why are the percentages expressed as ##%? Should a number be included here?

**Response:** 50%.

**68 –** For Projects managed by the newly created PMO, Who will have project cost responsibility? (The PMO, requesting department, LDR or the project manager) This will define the methodology proposed. Do you know or have a preference at this time?

**Response:** *The requesting party will have responsibility of project cost. The PMO will report on project cost and recommend cost containment measures.*

**69 –** Do you already have a project and portfolio software application? If so, what is it? Do you expect training component to include training on the software?

**Response:** *See the response to question #18.*

**70 –** Are you open to the vendor conducting some of the work remotely (when appropriate) in order to reduce total RFP cost?

**Response:** *Yes, the Department would be open to having some of the work conducted remotely.*

**71 –** Is the portfolio of projects limited to LDR or will this be for ALL State projects?

**Response:** *See the response to question #4.*

**72 –** Are respondents limited to pricing the two classifications identified on the Cost Proposal or can other classifications be added?

**Response:** *See the response to question #24.*

**73 –** The cost to obtain a performance bond is significant. How do respondents show or incorporate the price of the performance bond into the Cost Proposal?

**Response:** *The proposed hourly rate should be a fully burdened rate that includes labor, per diem, travel, overhead, and any other costs related to the service. The cost of the performance bond should be included in the proposed hourly rate.*

**74 –** It is challenging to find a surety that will issue a performance bond for specialized consulting services. Thus far, we have only been able to locate a surety that would issue a performance bond for a percentage of the contract value. Will the State consider one of the following options in lieu of a performance bond for the full amount of the contract value: (1) applying a retainage of 10% of payment amount, (2) accepting a letter of credit equal to a

portion of the total contract value, or (3) accepting a performance bond equal to a portion of the total contract value?

**Response:** *See the response to question #21.*

**75** – Can you please provide an overview of the portfolio of projects?

- Number of projects
- Overall capital budget
- Number of personnel and contractors committed to portfolio of projects
- Generally, the status of the projects (i.e. All on tracking to schedule and budget, ~75% on track, no projects on track, etc.)
- Is there a high degree of interdependence between the projects? Where projects are related, is there a central team or person that can make cross-cutting decisions?

**Response:** *There are currently 15 to 20 projects in process with total budgets in excess of \$10,000,000. Approximately 90% of the projects are on track. There are approximately 30 – 35 contract staff located on-site with a number of other contract staff working offsite on these projects. The number of Department staff varies. Department staff is brought in as needed for requirements gathering, user testing, etc. There is some degree of interdependence between projects. Cross-cutting decisions are made by the Department's executive management team.*

**76** – Can you please provide summary information about the individual projects?

- Size of projects (Human resources committed, dollars allocated, etc.)
- Nature of projects (construction, custom software, hardware installations, etc.)
- Any information about the stakeholders (e.g. Public at Large, School Board, State Treasurer)
- Are the projects visibly supported by management?
- Is there a clearly defined stakeholder community that can make timely and final decisions?

**Response:** *The projects vary in size, with the smallest having a budget of \$40,000 and a contracted staff of 2 resources, and the largest being support of the Department's tax processing system having a budget this fiscal year in excess of \$4,000,000 that involves 10-15 contract staff and in excess of 100 Department personnel. The stakeholders can be the Department itself, the Governor's Office, the Louisiana legislature, local government agencies, and all citizens of the state. The projects are visibly supported by management with a defined stakeholder for each project.*

**77** – Can you please provide information about the teams and people assigned to the projects?

- Generally, are the teams collocated?
- Will the people assigned to the projects rotate in and out or will they generally be assigned from start to finish?
- Can you please provide any information about the ratio of employees to contractor on the projects?
- Will team members have appropriate business skills?
- Will team members have appropriate technical skills?
- Is there commitment to having team building exercises

**Response:** *Project teams are located within the headquarters building in Baton Rouge with the exception of projects involving the regional offices, the Office of Charitable Gaming, or ATC. Resources will have the appropriate business and/or technical skills needed for the project and will rotate in and out of projects on an as needed basis.*

**78** – Is there an existing central team that currently performs some or all of the functions outlined in the RFP? If so,

- Did they develop the cost and schedule estimates?
- Are there existing standards or methodologies that were used to scope the projects?
- Are there other tools in place that are being used to manage risks/issues, track spend, report on progress?

**Response:** *There is no existing central team currently performing the functions outlined in the RFP.*

**79** – What authority will the winning contractor have in terms of the following?

- Reallocating resources
- Shutting down under-performing projects
- Expediting projects by applying additional resources subject to budget parameters
- Decision making on project level issues?

**Response:** *See the response to question #6.*

**80** – What access will the winning contractor have in terms of the following?

- Financial personnel or systems to run reports

**Response:** *The Contractor will have access to whatever personnel may be needed. Access to specific systems may be restricted but could be accomplished through personnel with the appropriate access.*

**81 –** What reporting regimes are currently in place? Is the winning contractor expected to attend or present at regularly scheduled stakeholder/sponsor meetings?

**Response:** *Currently, there are no formal reporting regimes in place. The Department anticipates members of the PMO, either contractor or LDR personnel, to attend and present at regularly scheduled meetings.*

**82 –** Beyond what is described in the RFP, is the winning contractor responsible for other reporting or regulatory requirements?

**Response:** *No.*

**83 –** Regarding team member resumes, pg. 20 of the RFP states that a reference contact person should be provided for each past experience. Will it be acceptable to include one or two client references per resume as many professionals have significant past experience?

**Response:** *The number of client references provided per resume is for the Proposer to decide. However, the evaluation committee can only evaluate what is present in the proposal. No inferences can be made by the committee when scoring the proposals.*

**84 –** Attachment II references compliance with the State's network and security standards. Can a copy of these standards be provided to us?

**Response:** *See the response to question #45.*

**85 –** Page 31 states that the contractor shall provide reports on the status of current projects to LDR Management via an agency provided Project and Portfolio Management software package. Has LDR already selected a Project and Portfolio Management software package, and if so, which one has been selected? If LDR has not already selected a package, has LDR narrowed down the choice of a Project and Portfolio Management software package to a short list, and if so which packages are on the short list? If LDR has not already selected a particular Project and Portfolio Management software package, should one be recommended by the proposer as part of their RFP response, or will that recommendation be made during the project execution, based on a detailed analysis of LDR's requirements?

**Response:** *See the response to question #18. A recommendation for a software package is not required within the response.*

**86 –** Should the proposed Lead Project Manager be a PMI certified (PMP) project manager?

**Response:** *It is not a requirement of the RFP.*

**87** – What type of Projects (Infrastructure, IT, Internal, other) comprise the portfolio?

**Response:** *Please see the response to question #2.*

**88** – Who is on the evaluation committee and what their responsibilities - both on the committee and in their functional roles?

**Response:** *Names of the members of the evaluation committee cannot be provided. Section 1.25 of the RFP describes the evaluation committee and its role in the selection process.*

**89** – Resourcing Considerations -

- a. Attachment II appears to be open ended whereas Appendix B, specifically lists two (2) positions: Lead Project Manager and Staff Project Manager.
- b. Assuming Appendix B holds true, SME resourcing should be a consideration
- c. Regarding Internal Resources -
  - i. Who is formally assigned - function, availability, skills
  - ii. What is the process and limitations on accessing those we identify and need?

**Response:** *See the response to question #24. The stakeholder responsible for the project will arrange for access and scheduling of needed resources.*

**90** – In regard to Hardware, Software, and connectivity

- a. What specifically is provided by the State?
  - i. network access (internal and external resources)
  - ii. internet access
- b. What is the review process for Vendor provided tools?
  - i. software applications
  - ii. hardware

**Response:** *The Department will provide network and internet access. A team of Department security staff and technical support staff will review vendor supplied software and hardware to ensure standards for network access and security are met.*

**91** – Clarification of the Current State – what is in place now (people/process/technology)

**Response:** *See the response to question #3.*

**92** – Clarification of the portfolio of projects:

- a. What is the current or expected number of projects?
- b. What types of projects (IT, infrastructure, etc)?
- c. What is the average duration in months of each project?
- d. What is the oldest active project?
- e. Are there any plans to add new projects in the next 12 months?



**Response:** *See the response to question #2.*

**93** – Clarification on size & composition of interfaces:

- a. How many project leaders to interface with?
- b. How many third party entities are engaged in projects and what are their roles?
- c. Approximately how many state employees are engaged in current project portfolio?

**Response:** *See the response to question #26 and question #75.*

**94** – Are we to specify softwares and/or tools within the RFP response?

**Response:** *No. The purpose of the RFP is to contract for two (2) project managers.*

**95** – In Attachment I "Statement of Work" training is specified in section 2.0 Description of Services/Tasks and in section 5.0 Deliverables. The RFP states that the contractor will be responsible for training "users". The number of users and location(s) will clearly have a bearing on training delivery. It would behoove us to have some idea of the number of users (4 or 100 or something in between). Elsewhere in the RFP it states that most of the work is to be performed at their North 3<sup>rd</sup> Street location....so I assume we can expect all training to be conducted at that location.

**Response:** *See the response to question #40.*

**96** – Refer Appendix A, section 2.4 Licenses and Permits. States that Contractor will be responsible for securing and maintaining licenses and permits and goes on to state that the Contractor is responsible for paying for inspection fees. What are those costs?

**Response:** *Any cost for obtaining and/or maintaining licenses, permits, certifications, etc. needed to become and remain a legally operating entity or to meet requirements set forth by this RFP are the responsibility of the selected Contractor for the entire term of the contract.*

**97** – We see nothing in the RFP about "budgeting" are we to assume we will NOT be involved with project budgets, plan to actual or fluctuation analyses as part of this engagement?

**Response:** *The PMO will only report on project budgets.*

**98** – Will there be a pre-proposal (bidders) conference? 1.7.1 says it is not required, I don't know if that means that they aren't having one, or if it just means that its not mandatory to attend, since 1.7.2 refers to a pre-proposal conference?

**Response:** *No pre-proposal conference will be held.*

**99** – How many staff from the Dept of Revenue is anticipated to be assigned to the PMO? Attachment III, item 2.0 and 3.0 doesn't provide this information.

**Response:** *See the response to question #26.*

**100** – Is the State Project Director assigned full time to the PMO project?

**Response:** *The State Project Director has other duties beyond the PMO project but will be available as much as needed for the project.*

**101** – Regarding 3.2. E Provide issue control; is this limited to issues at the PMO project level, or includes issue resolution for all ongoing projects?

**Response:** *The Contractor is responsible for providing issue control at the PMO project level. The PMO is responsible for issue control for all projects managed by the PMO.*

**102** – Regarding Attachment I, item 2; does the agency have a specific project and portfolio management software package currently in use today? If so, what is the level of usage across the Department?

**Response:** *See the response to question #18.*

**103** – Regarding Attachment II, item 2.0; will the department provide licenses for any required software?

**Response:** *See the response to question #18.*

**104** – What is the nature of the “projects” LDR manages on a routine basis as related to the requirements in the RFP for the establishment of a Project Management Office?

**Response:** *See the response to question #2.*

**105** – Can you please provide 5 examples of the “projects” LDR manages or will manage that will utilize the processes developed as a result of this contract?

**Response:** *See the response to question #2.*

**106** – A Performance Bond is not typical in these type professional services contracts when the performance of the consultant is largely based on State Agency decisions that may affect the terms or outcome of the project. Please confirm that the State requires a Performance Bond for this contract.

**Response:** *See the response to question #21.*

**107** – Please define “Risk” as it relates to the context utilized in the RFP on Page 1 and 31.

**Response:** *The term “Risk” is used in the context of every day project management. “Risk” is any factor that can have an impact on a project in terms of scope, budget, schedule, resources, etc. Managing risk is being able to identify beforehand what these factors may be and actions that can be taken to minimize their occurrence.*

**108** – On page 3 of the RFP, Section 1.1.2 Goals and Objectives, Bullets 11 & 12, the term “customer” is utilized to describe an entity that will utilize the program and processes developed under this contract. Please define the term “customer” as it relates to the context utilized in the RFP.

**Response:** *“Customer” is the owner of the project being managed by the PMO.*

**109** – Does the LDR have a current Project Management Process used to manage projects? If so, does the LDR expect the selected consultant to utilize the current processes as the basis for the new project management program? Furthermore, if so, who developed the current Project Management Process?

**Response:** *See the response to question #3.*

**110** – Does the LDR intend to staff the PMO with resources 100% dedicated to project management activities or will resources within the LDR be expected to add project management activities to their current duties?

**Response:** *Both. Some resources will be 100% dedicated to project management activities. Others brought in on an as needed basis will add project management activities to their current duties.*

**111** – Approximately how many employees LDR anticipate being trained on the Project Management Program?

**Response:** *See the response to question #40.*

**112** – In section 1.5 Proposal Response Format, Section G, the RFP implies that costs other than the requested Fixed Hourly Rates are allowed and should be submitted as part of the proposal. If other costs are submitted, how will the State make a comparable cost evaluation when the cost factors will not be the same among all proposers?

**Response:** *See the response to question #24.*

**113** – Will the work performed by the selected consultant under this contract have an impact on planning and budget preparation for other State agencies that may preclude the selected consultant from performing work for those State agencies?

**Response:** *No. Work under this resulting contract will be for the Department of Revenue only.*

**114** – Are Quality Assurance Checkpoints for projects currently defined?

**Response:** *No.*

**115** – Does the LDR currently have a Quality Assurance Process for projects?

**Response:** *Only as it pertains to the movement of computer code into the production environment.*

**116** – Does LDR have your own Training Department? If so, how many people are in the department?

**Response:** *Yes. There is one employee in the training division dedicated to creating and conducting training courses. Employees in other divisions also assist in the creation and conducting of specialized training classes.*

**117** – What type of training does LDR typically offer their employees? Classroom or online?

**Response:** *Both.*

**118** – Does LDR have a Learning Management System to deploy and track training programs?

**Response:** *Yes.*

**119** – After the initial training is developed, will LDR want to maintain the training content in house?

**Response:** *Yes.*

**120** – Is there any desire for individuals to work towards their Project Management Professional Certificate through PMI?

**Response:** *The Department encourages its employees to undertake personal improvement initiatives through advanced education, training, and certifications.*

**121** – Will LDR require the training to be able to be used for Continuing Education Credits for Professional Organizations?

**Response:** *This is not a requirement of the RFP.*

**122** – On Page 1, the second paragraph under **1.1 Background** indicated that **“The Department has resolved to establish a Project Management Office (PMO) to provide a structure for organizing and reporting each project.”** Page 2 depicts the role of the PMO in overall project management. The narrative and requirements for the PMO seem to apply as much to the Portfolio Management Office as to the Project Management Office. Is the Project Management Office a component of the Portfolio Management Office?

**Response:** *Yes.*

**123** – On Page 3, the first bullet point in Section **1.1.2 Goals and Objectives** states: **“Establish a Project Management Office which reports to the Office of the Secretary, and is responsible for the management of all agency projects.”** The language seems to describe developing a Portfolio Management Office which includes training, standards and oversight of project managers. Is this an accurate interpretation and with respect to the area the consulting services are desired?

**Response:** *The desired consulting services are to establish a Project Management Office. The Department wishes to first establish a Project Management Office with a long term vision of the Project Management Office evolving into a Portfolio Management Office.*

**124** – On Page 3, the first bullet point in Section **1.1.2 Goals and Objectives** states: “***Establish a Project Management Office which reports to the Office of the Secretary, and is responsible for the management of all agency projects.***” Can LDR provide some additional information regarding its ongoing and anticipated agency projects? Information regarding the number of concurrent projects including and metrics such as size in dollar amount, duration, type (i.e., IT, non-IT, etc.), resource staffing (i.e., LDR staff, contractors, etc.), and so forth.

**Response:** *See the response to question #2.*

**125** – On Page 4, **Section 1.3** describes the planned **Schedule of Events** which seems to provide an extended time for preparation of a proposal which is due late Friday afternoon December 18, the week before people leave for the Christmas holiday, and suggests an Notice of Intent to Award will be mailed on January 11, 2010, just one calendar week after most people return from extended vacations. Services of this type normally require follow-up questions and oral presentations or interviews of a select group of finalists. Does LDR intend to interview finalists prior to announcing an award?

**Response:** *Oral presentations are not planned for this RFP. Written or oral discussions may occur for clarification of proposal content.*

**126** – On Page 8, item **1.10 Performance Bond** indicates “ The successful proposer shall be required to provide a performance (surety) bond in the amount of their proposal to insure the successful performance under the terms and conditions of the contract ... However, there is no definition of deliverables and the associated attributes that could provide the foundation for a performance bond, which is more applicable to completion of construction of something tangible such as a road, a building, or an information system. In our experience, performance bond companies will not pay in the case of differences of opinions of whether a written document meets requirements. Will LDR remove this requirement perhaps to be replaced by a small percentage retainage?

**Response:** *See the response to question #21.*

**127** – On page 21, section **3.2 Financial Proposal** indicates that score will be computed based on total cost appears to seek only a fixed hourly rated for a lead project manager and a staff project manager and that the total of the fixed hourly rates shall be the proposed price for evaluation purposes. Is this applied without any consideration of the planned duration on level of staffing proposed as part of the approach? Does LDR intend to specify that the work should be completed by a team of two dedicated FTE's? Has LDR specified a schedule for the work to be completed? Does this infer that the actual staffing and cost will be determined based on the project plan to be completed during the first 30 days of the engagement as indicated in Attachment 1, Page 31, Item 3.0? Does LDR intend to dedicate staff to work with the contractor as part of the PMO development team?

**Response:** *The purpose of the RFP is to contract for two (2) project managers only.*

**128** – On Page 27, in Section **3.7 Electronically Formatted Information** the second sentence states: “***Electronic media prepared by the Contractor for use by the State will be compatible with the State's comparable desktop application (e.g., spreadsheets, word processing***

*documents).*” Please identify the type of desktop applications and IT environments (i.e., databases, servers, etc.) used at LDR.

**Response:** *See the response to question #44. Microsoft Access or Microsoft SQL Server 2005 are used for databases.*

**129** – On Page 31, in Section **2.0 Description of Services/Tasks** the third paragraph states: ***“The Contractor will train LDR personnel regarding project management and reporting tools and methodologies ....”*** Does LDR currently have / use a project management software product like **Microsoft Project®**? If so, please identify all such products including versions. Additionally, is the Contractor responsible for providing LDR with product licenses for the tools the Contractor recommends?

**Response:** *See the response to question #18.*

**130** – On Page 31, in Section **2.0 Description of Services/Tasks** the third paragraph states: ***“The Contractor will train LDR personnel regarding project management and reporting tools and methodologies ....”*** How many LDR personnel should the Contractor anticipate it will have to train?

**Response:** *See the response to question #40.*

**131** – On Page 31, in Section **2.0 Description of Services/Tasks** the last sentence states: ***“The Contractor shall provide reports on the status of current projects to LDR Management via an agency provided Project and Portfolio Management software package and through meetings and formal communications.”*** Is it the intention of this RFP to have the Contractor provide any project management, oversight, etc. activities or responsibilities over other LDR projects? Please describe the level of services to be provided by the Contractor contemplated in this sentence?

**Response:** *Status reports are to be provided for the PMO establishment project and the projects managed by the PMO.*

**132** – On Page 31, in Section **2.0 Description of Services/Tasks** the last sentence states: ***“The Contractor shall provide reports on the status of current projects to LDR Management via an agency provided Project and Portfolio Management software package and through meetings and formal communications.”*** Please identify the agency provided “Project and Portfolio Management software package” in use or to be used by the Contractor. Additionally, will LDR provide the necessary licenses to use this software package?

**Response:** *See the response to question #18.*

**133** – In **Part I. 1.1 Background**, page 1, it states: ***“The Louisiana Department Revenue tracks the status, progress, cost, and resources committed to numerous projects each year.”***

To understand size and scope of LDR’s project portfolio, can you provide project details? For example, average number of projects, types of projects (e.g. strategic planning, business process reengineering, IT development, etc.), average project durations (months, multi-year), size of projects, in terms of budget and staff, overall average portfolio budget, etc.

**Response:** *See the response to question #2.*

**134** – Under **Part 1. 1.1.2 Goals and Objectives**, page 3.

Please confirm that project portfolio management, business case process, and the project approval process are within the scope of the PMO?

**Response:** *These processes are within the scope of the PMO.*

**135** – Under **Part II, 2.3 Location**, page 18, it states, the primary location where the work is to be performed, completed and managed is at LDR.

Can analysis and other documentation work be performed off-site if does not require state staff or stakeholder involvement?

**Response:** *See the response to question #70.*

**136** – Under **Part II, 2.4 Solution Elements**, page 18.

Can you confirm, it is LDR's intention to adopt PMO standards as new project are initiated oppose implementing PMO standards on current projects in progress?

**Response:** *Yes, PMO standards will be adopted and applied to new projects.*

**137** – In **Attachment I, 2.0 Description of Services/Tasks**, page 31, under training.

- Please define who are the team leaders and members to be trained. Are they project managers and project staff? Please include experience levels, training, certifications, etc.
- Please provide the anticipated number of team leaders and members to be trained.
- Please provide the anticipated number of users to be trained.

**Response:** *The people to be trained will be the staff assigned to the PMO on a full time basis. In general, they have some project management experience but are not certified.*

**138** – In **Attachment I, 2.0 Description of Services/Tasks**, page 31, it states, The Contractor shall provide reports on the status of current projects to LDR Management via an agency provided Project and Portfolio Management software package and through meetings and formal communications.

- The phrase “The Contractor shall provide reports on the status of current **projects...**” is unclear. Are we to report status for just PMO project and related subproject or all projects that are currently managed by the PMO?
- What Project and Portfolio management tools and software do LDR currently use?

**Response:** *See the response to question #131 and question #18.*

**139** – In **Attachment III, 1.0 Project Director**, page 34, it states that The Project Director appointed by the State as described in Section 3.6 is the Secretary of the Department of Revenue, or her Designee, who is the principal point of contact for this contract on behalf of the State.

What is the anticipated percentage of time the Project Director is dedicated to this project?

**Response:** *Approximately 10% of the Project Director's time will be dedicated to this project.*

**140** – In **Attachment III, 2.0 Technical Staff and 3.0 Functional staff**, page 34.

What is the anticipated percentage of time that technical and functional staff are dedicated to this project?

**Response:** *See the response to question #99.*

**141** – Under **Attachment III** on page 34.

- Attachment III does not provide the State's project manager's commitment to the project. The State project manager is referenced on page 31. Will the project manager be full-time? If not, what is the anticipated percentage of time that will be dedicated to the project?
- Has a steering committee been established for this project? If so, what is the expected frequency for the committee to meet (e.g., only at final presentation, monthly, or as needed)?

**Response:** *See the response to question #139. A steering committee has not yet been established.*

**142** – Under **APPENDIX B** on page 37.

Has there been a budget set for maximum not-to-exceed cost on this project? If so, will you provide the budgeted amount?

**Response:** *See the response to question #55.*

**143** – Have LDR allocated dedicated resources to the staffing of the PMO? If so, what is the anticipated staff allocation?

**Response:** *See the response to question #26.*

**144** – How are project management assets and tools shared today?

**Response:** *Current project management is informal and performed on a part time basis. There is no sharing of assets or tools today.*

**145** – Is the replacement of current Project and Portfolio management software a part of this project?

**Response:** *See the response to question #18.*

**146** – What is the anticipated working relationship with the Statewide PMO operated by DOA's OIT?

**Response:** *It is anticipated that the PMO established within the Department would provide the information requested by the Statewide PMO.*

**147** – The chart on page two depicting the project management model indicated both portfolio management and project management. Is it expected that the successful vendor of this RFP will be performing both functions? If so, can you provide some level of description of the current projects ongoing within LDR which the vendor would be responsible for performing Project Management activities?



**Response:** *See the response to question #123. Only new projects will be assigned to the PMO at its inception.*

**148** – How many 'projects' does LDR anticipate the PMO will manage during the life of the contract? At any given time, how many individual projects should the PMO vendor be prepared manage (estimate)? What is the anticipated size of the projects? (In terms of number of resources working on them, duration, complexity, etc.)

**Response:** *See the response to question #2.*

**149** – Is the vendor being asked to estimate the number of staff required to manage all/any in scope projects the PMO is to manage?

**Response:** *This is not a requirement of this RFP. Once the PMO is established, estimation of staff requirements will be a function of the PMO.*

**150** – Are all the projects technology related? If not, how would LDR categorize the different types of projects?

**Response:** *See the response to question #2.*

**151** – What percentages of all projects fall within the different categories/types (as defined by LDR)?

**Response:** *Most projects will have a technology component. The types and mix of non-IT projects will vary greatly over time.*

**152** – Are we correct in assuming that the LDR proposed PMO staffing by the vendor is to include only one Lead Project Manager and one Staff Project Manager as shown in the table in Appendix B? If number five above is not a staffing assumption, then are you relying on the vendor to provide a proposed PMO resource plan that can adequately achieve the desired objectives and goals for the project as defined in the RFP on page 3?

**Response:** *See the response to question #24.*

**153** – In scoring the cost responses, how will the State differentiate between vendors that propose different levels of staffing if the scoring is based on the sum of rates only? (For example, a vendor could underestimate the number of resources and be granted a higher score when a realistic estimate of resources by an experienced/qualified PMO vendor will likely be scored lower because more resources/rates will be proposed and will likely sum to a higher amount.)

**Response:** *See the response to question #24.*

**154** – Sec 1.3 The proposal opening date as stated in the RFP, is 12/18/09 at 4PM. For clarification does this equate to the “due date” of the response? Can proposals be submitted up to this date and time, or should they arrive earlier?

**Response:** *Proposals must be received no later than 4:00 pm CST on 12/18/09. Proposals received after this time will be rejected.*

**155** – The RFP references a Project and Portfolio Management software package that is currently in use. What is the name of this package? Is this tool deemed successful and would the LDR prefer to retain it?

**Response:** *See the response to question #18.*

**156** – Are there any other project tools used and would the LDR like to retain any or all components of them?

**Response:** *The IT application mentioned in the response to question #18 should be considered for retention. If another tool is chosen, data from this application should be considered for importing into the selected tool.*

**157** – Are there any methodologies currently in use and would the LDR prefer to retain those?

**Response:** *See the response to question #3.*

**158** – How many project managers (employee and contractor) are currently on staff?

**Response:** *There are no certified full time employee project managers on staff. There are two (2) existing contracts that provide for a full time project manager. All other contracts have project management performed as a part time function, usually by an offsite project manager.*

**159** – What operational, budgetary or complexity conditions need to be met for an activity to be categorized as a project for the LDR?

**Response:** *There are no specific conditions established today to categorize an activity as a project. It is anticipated that the PMO will recommend the parameters to be used to categorize an activity as a project.*

**160** – In order to get an idea of the potential scope of effort, can you provide a list of projects undertaken during the last fiscal year and a list of projects under consideration or in the pipeline for the current fiscal year? A short description and project budget.

**Response:** *See the response to question #75. The projects described either:*

- *recur on a yearly basis, or*
- *began last fiscal year, continue into this fiscal year, and will extend into next fiscal year or for expiring contracts be re-contracted in the next fiscal year.*

**161** – In the alternate to question above; what is the typical type and scope of projects in the LDR pipeline (i.e. Technical projects, IT Implementation/ improvement, Operational Projects, Process Improvement, etc.)

**Response:** *See the response to question #2.*

**162** – How many projects, on average, are run concurrently and/or in a given year and what is the budget value of those projects?

**Response:** *See the response to question #75.*

**163** – What is the largest number of projects that might be run concurrently?

**Response:** *The largest number is not known. It is not unusual to have as many as 20 projects running concurrently.*

**164** – Are projects run in a central location, or are there remote locations, activities and/or staff?

**Response:** *The PMO will operate from the headquarters building in Baton Rouge. Projects that involve the regional offices, the Office of Charitable Gaming, or ATC may involve staff from these remote locations but will still be managed through the PMO in the headquarters building.*